

## **Historic, Archive Document**

Do not assume content reflects current scientific knowledge, policies, or practices.



A280.29  
F22I  
Reserve

# Manager Holds Important Key To Co-op Success

CO-OP LIST



FCS INFORMATION 74

FARMER COOPERATIVE SERVICE • U.S. DEPARTMENT OF AGRICULTURE

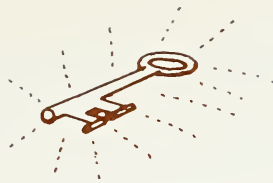


**FARMER COOPERATIVE SERVICE**  
U.S. DEPARTMENT OF AGRICULTURE

Farmer Cooperative Service provides research, management, and educational assistance to cooperatives to strengthen the economic position of farmers and other rural residents. It works directly with cooperative leaders and Federal and State agencies to improve organization, leadership, and operation of cooperatives and to give guidance to further development.

The Service (1) helps farmers and other rural residents obtain supplies and services at lower cost and to get better prices for products they sell; (2) advises rural residents on developing existing resources through cooperative action to enhance rural living; (3) helps cooperatives improve services and operating efficiency; (4) informs members, directors, employees, and the public on how cooperatives work and benefit their members and their communities; and (5) encourages international cooperative programs.

The Service publishes research and educational materials and issues *Farmer Cooperatives*. All programs and activities are conducted on a nondiscriminatory basis, without regard to race, creed, color, sex, or national origin.



## MANAGER HOLDS IMPORTANT KEY TO CO-OP SUCCESS

C.H. Kirkman, Jr.  
Farmer Cooperative Service

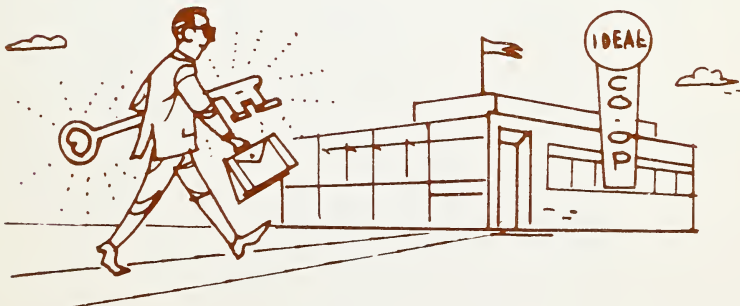
Most cooperatives need a manager who can work at the job full time.



The board of directors hires the manager.



Strong managers make strong co-ops. Weak managers make weak co-ops.



What makes a manager strong?

A strong manager must:

★ Work well with people.



★ Be a good business man.



★ Be able to run the business.

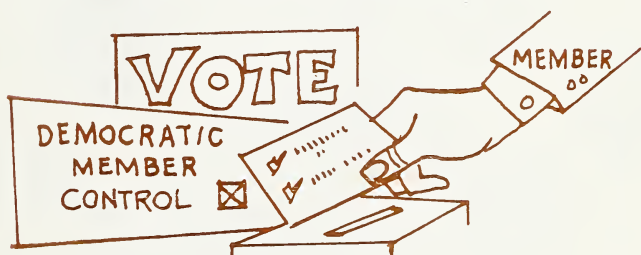


- ★ Know the goods and services the cooperative gets for members.
- Know the goods and services the cooperative sells for members.

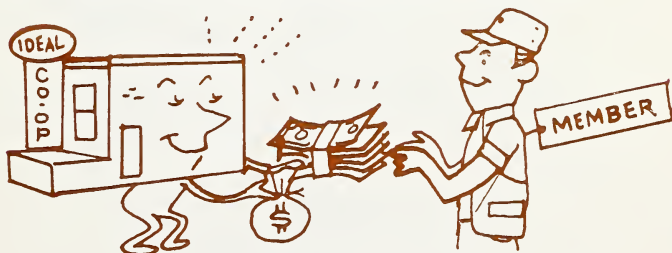


Also, managers must understand that cooperatives are like other business firms except for three things –

1. Members control the cooperative with their votes. This is called democratic member control.

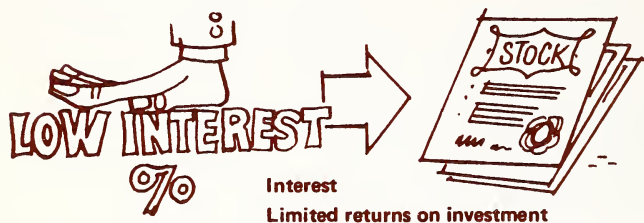


2. The cooperative does not have a profit, but gives the money back to the member as patronage refunds. Thus, the cooperative operates at cost.





3. The cooperative pays a limited rate of interest on money provided by members for the cooperative to use. This is called limited returns on investment.



And finally the cooperative manager must be able to:

- ✿ Make members like and trust him.



- ✿ Work hard.





✱ Do a good job.



✱ Be honest.



✱ Make sound decisions.



✱ Look for better ways to serve members.



- ✿ Be able to handle the business affairs and direct employees.



Every manager must:

- ✿ Carry out plans of the board of directors.



- ✿ Study the co-op at all times to make it work better for the members.



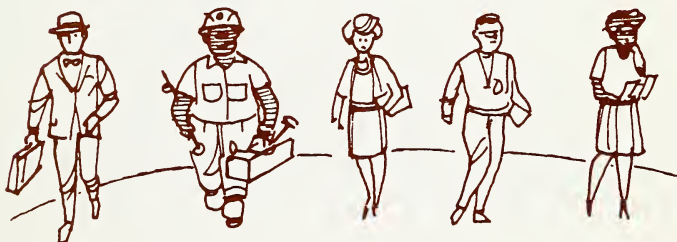
✱ Run the day-to-day work.



✱ Use common sense. Get advice when he needs it.



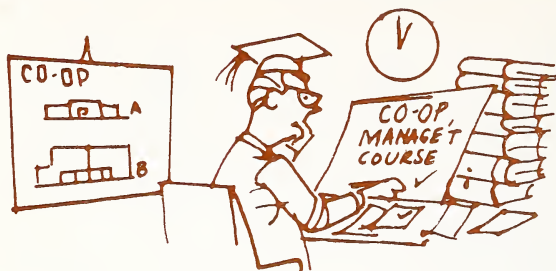
✱ Hire honest, good help, who are fitted to do the work.



✱ Continuously train new and old help for better work.



- Keep trying to make himself a better manager.



- Let directors know how the business is going. Tell them what the co-op needs and suggest ways to make the co-op better at the regular board meeting.



- Get up reports for the board of directors meetings and for the annual meeting.



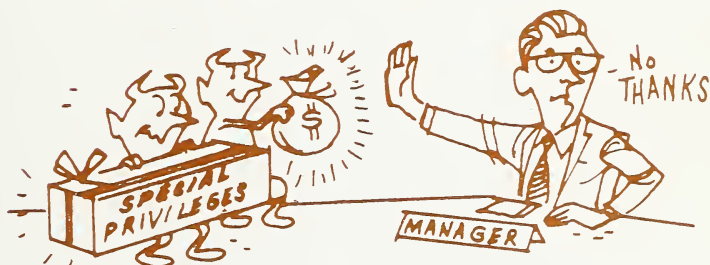
- Plan ahead and think ahead of time what the members need.



- Remember the members own the cooperative, not the manager.



- Realize that special favors for employees, directors, or members will harm the co-op. Must not look for special benefits for himself.



- Take part in community affairs.



- It takes everybody — manager, board, and members — to make the co-op a success. If each person carries his share of the load, the co-op will grow.





## OTHER PUBLICATIONS



What Are Cooperatives?

Information 67 (Also in Spanish)

Is There a Co-op in Your Future?

Information 81

Members Make Co-ops Go.

Information 72 (Also in Spanish)

Measuring Co-op Directors.

Information 73 (Also in Spanish)

What Co-op Directors Do.

Information 71 (Also in Spanish)

Manager Holds Important Key to Co-op Success.

Information 74 (Also in Spanish)

Using Co-op Members' Money.

Information 79

Employees Help Co-ops Serve.

Information 83

Guidelines Co-op Employees Need.

Information 93

Bookkeeping Forms Your Co-op Needs.

Information 82

Guides to Co-op Bookkeeping.

Information 89

Farmer Cooperative Publications:

Information 4

To obtain copies, write Farmer Cooperative Service,  
U.S. Department of Agriculture, Washington, D.C. 20250